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Spec Progs.
9 KIQs

DCI/IC 74-0318
12 February 1974

MEMORANDUM FOR: Vice Admiral Vincent P. de Poix

SUBJECT : USIB Member Participation in Key Intelligence
Questions Evaluation Process

1. You will recall that the Director, in distributing his list of Key Intelligence Questions, made a specific point that "Its principal feature will be the acceptance of responsibility by appropriate individual intelligence agencies of the obligation to collect or produce on individual Key Intelligence Questions."

2. These points, i.e., that the Key Intelligence Questions and the evaluation process have as a principal feature the acceptance of responsibility by appropriate individual agencies, have been reflected throughout the Key Intelligence Questions Evaluation process. Specific language to this effect appears on pages 1, 10 and 12 (see tabs).

3. The evaluation process is not intended as a vehicle to drive USIB agencies to undertake new production or collection activities without their conscious decision to do so in the light of their other commitments and capabilities. The evaluation process does provide a means of identifying the principal questions before the community and facilitates an examination by each of the community members of their activities with respect to these questions.

4. I believe the language at the tabs makes these points.

SIGNED

Daniel O. Graham
Lieutenant General, USA
Deputy to the DCI for the
Intelligence Community

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Enclosure

Secret

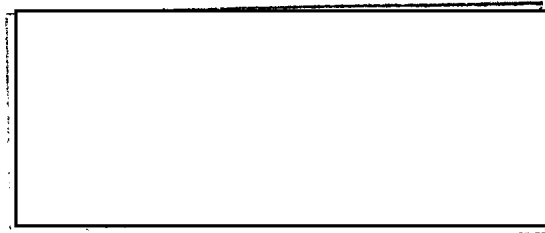
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KEY INTELLIGENCE QUESTION EVALUATION PROCESS (KEP)



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KIQ Evaluation Process (KEP)I. Introduction

This paper describes the KIQ Evaluation Process (KEP) and provides detailed guidance and instructions for completing the necessary inputs.

The DCI's "Key Intelligence Questions for Fiscal Year 1974" (DCI/IC 74-1215, 4 January 1974) stated that the KIQs were circulated for the following purposes:

(a) To insure that these subjects are given priority in the regular collection and production activities of appropriate elements of the Intelligence Community.

(b) To enable preparation of a baseline review (as soon as feasible for FY 1974, but normally at the beginning of the fiscal year). This review will, in summary form, identify the status of current knowledge on the subject of each Key Intelligence Question, identify the important gaps, and the collection and production activities needed to fill the gaps. *Its principal feature will be the acceptance of responsibility by appropriate individual intelligence agencies of the obligation to collect or produce on individual Key Intelligence Questions.*

(c) To provide the basis for a recapitulation and evaluation, after the close of the fiscal year, of the performance of the Intelligence Community and of individual agencies on each of the Key Intelligence Questions.

(d) To enable experience with the Key Intelligence Questions process in the balance of FY 1974 to be used in preparation of questions for Community use in FY 1975.

(e) To permit the use of conclusions drawn from the recapitulation and evaluation of the FY 1974 effort as factors in Community resource allocations, specifically including the preparation of the DCI's National Foreign Intelligence Budget Recommendations to the President in November 1974.

II. The KIQ Evaluation Process

A. Concept

The KIQ Evaluation Process (KEP) is an iterative procedure, providing a continuous evaluation and re-generation of KIQs through the participation of the NSCIC, the National Intelligence Officers (NIOs), the Intelligence Community Staff (ICS), and the USIB agencies.

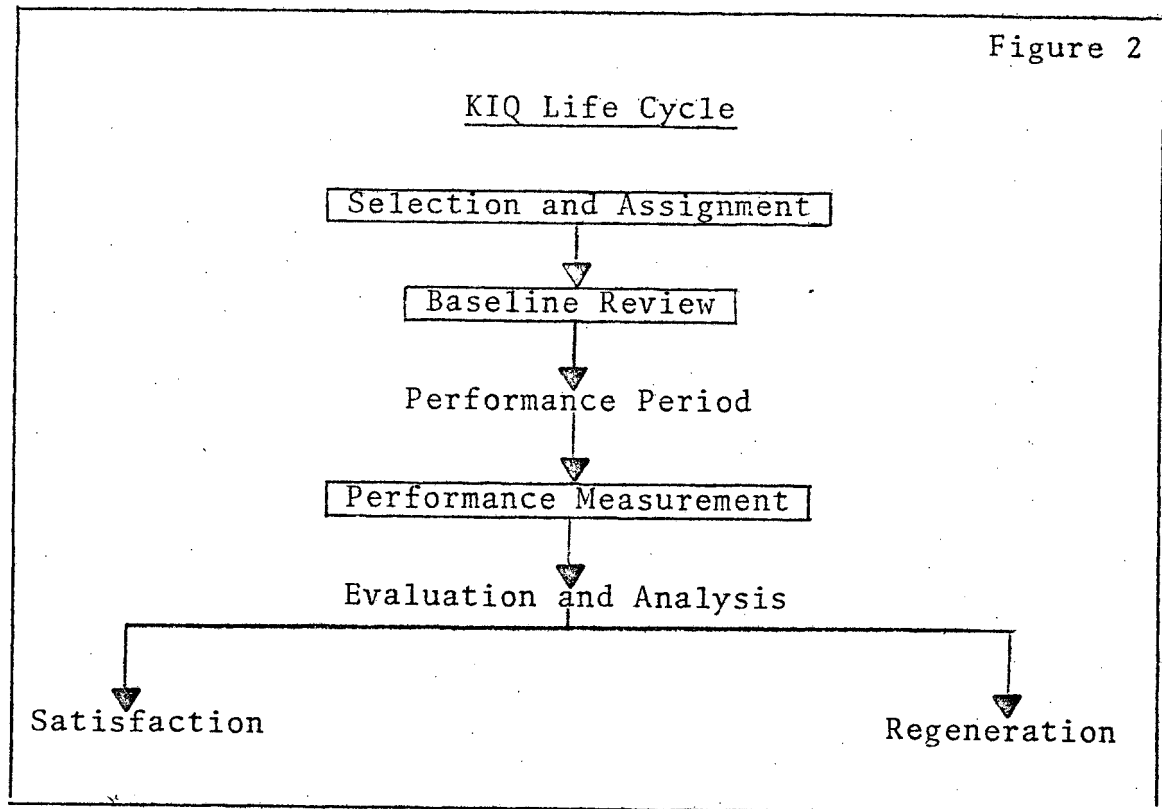
To accomplish the evaluation, baseline information assembled at the beginning of an evaluation time period is compared with similar data developed during the evaluation period to measure the information gain. The gain, and resultant intelligence, are then assessed as to their utility (responsiveness) to National-level consumer problems and needs. Figure-1 illustrates the KEP concept in terms of the Pre-Performance Baseline and the Performance Report.

<u>KEP Concept</u>	
<u>Pre-Performance Baseline</u>	<u>Performance Report</u>
What We Know	What We Learned
What We Want to Know	What We Still Don't Know
How We Expect to Get It	Expectations vs. Performance
	Level of Effort
	Problems Experienced

Figure 1

B. The KIQ Life Cycle

To be dynamic, KIQs must change over time as new information and analysis become available. If a KIQ is satisfied it is eliminated from the list. If it is partially answered, it may be rewritten and regenerated for a follow-on evaluation period. This process is illustrated in Figure-2, "KIQ Life Cycle."



Pre-Performance -- The Baseline Report

The KIQ Baseline Report is composed of two sections.*

1. Section A -- KIQ Assessment and Product Identification

This is the first input prepared in the KEP process. It's component parts are:

(a) A summary of what is currently known about the KIQ.

(b) A statement of any key uncertainties and differences related to the KIQ.

(c) A bibliography of principal current products which provide a detailed picture of what is known.

(d) A listing of up to five principal information deficiencies related to the KIQ.

(e) Identification of community production organizations which have agreed to produce intelligence on the KIQ and the type of finished intelligence output expected.

Data 2. Section B -- Pre-Performance Collection/Processing

This input identifies collection techniques and organizations which have agreed to collect information to alleviate deficiencies. It also addresses the probable success of their efforts and describes the likely impact upon their present collection tasking.

* Detailed guidance and instructions for the report are found in the attache "Key Intelligence Questions Evaluations Process: KIQ Baseline Report Guidance and Instructions."

Post-Performance Inputs for the Performance Report

The KEP Performance Report consists of three post-performance sections.*

1. Section A--KIQ Information Gain and Product Identification

This is the first of the KEP Post-Performance inputs. It is designed to have production personnel identify information gains accomplished during the performance period.

- (a) It requires that the information gain is to be identified with the collection technique and organization which acquired the information.
- (b) It requires an assessment of the significance of the gain to the KIQ.
- (c) It requires a judgment as to the relative value of the information gain by each collection technique.
- (d) It identifies the product output related to the KIQ, the production resources which were involved in analysis and production, and the problems experienced in the production process.
- (e) It requires the identification of deficiencies which remain, as an input to KIQ regeneration.

2. Section B--Post-Performance Collection/Processing Data

This data is designed to identify collection systems (or organizations or stations) which accomplished the information gains.**

* Detailed guidance and instructions for these inputs are found in the attached "Key Intelligence Questions Evaluation Process: KIQ Performance Report Guidance and Instructions."

** The information gain by collector program was identified in the KIQ Information Gain Assessment (Section A).

(a) It records the resource level applied to the KIQ by a given collection technique.

(b) It provides information on problems experienced by collection or processing techniques.

3. Section C -- Assessment of User Satisfaction

Intelligence program evaluation is incomplete without some measure of user* satisfaction. This input is designed to allow each NIO to provide feedback from consumers with whom he has contact.

* (i.e., non-intelligence user)

KEP Implementation

1. The NIOs

The NIOs are the primary action officers in the KEP for the KIQs assigned to them. They are responsible to see that each of the pre- and post-performance inputs and reports are accomplished, and to prepare the Baseline and Performance Reports. The D/DCI/NIO will forward a copy of all KEP inputs and reports to the IC Staff.

2. Program Managers

The Program Managers are responsible for the data inputs and the quality of data related to the activities under their jurisdictions.

3. The IC Staff

The IC Staff will:

- (a) Monitor and administer the program.
- (b) Design and coordinate KEP changes.
- (c) Perform an aggregate analysis and report.

4. KEP Schedule

The first evaluation period will begin on 1 March 1974 and end on 1 September 1974. The KIQ Baseline Report is due on 1 March 1974. The KIQ Performance Report is due on 1 October 1974.

The IC Staff will provide progress reports for the DCI and USIB.

Key Intelligence Questions Evaluation Process (KEP)

KIQ Baseline Report Guidance and Instructions

Baseline Report Guidance and Instructions

Introduction

The KIQ Baseline Report consists of the following data elements:

Section A: KIQ Assessment and Product Identification.

Section B: KIQ Pre-Performance Collection and Processing Data

Section A must be completed prior to the completion of Section B. The information requested is to be supplied by the designated National Intelligence Officer (NIO) in coordination with appropriate representatives from intelligence community agencies and organizations. The NIO will forward a copy of each input and the completed KIQ Baseline Report to the DCI Intelligence Community Staff. The following instructions apply to Section A and B of the KIQ Baseline Report.

SAMPLE

SECTION A: KIQ Baseline Report

KIQ Assessment and Product Identification

KIQ No: _____

NIO : _____

KIQ Statement: _____

Preparing Officer : _____ Tel. No. _____

Preparing Organization: _____

1. Community KIQ Assessment Brief. (Summary of knowledge concerning the subject matter of each KIQ.)

2. Uncertainties and Differences. (Brief statement of important uncertainties and the level of confidence which applies to what is currently known and what is not known.)

3. References. In order of importance a listing of not more than six finished intelligence products which present current knowledge relating to the KIQ.)

4. Information Deficiencies. (In order of importance, a listing of no more than five principal information deficiencies.)

5. Pre-Performance Production Data

Producers	Production Planned During Perf. Period
Identify by Agency and Respective Component (Office/Division)	Est., IM, S&T, Etc.
1.	
2.	
3.	
4.	
5.	
6.	
7.	

SECTION A--KIQ Assessment and Product Identification

1. Community KIQ Assessment Brief. The summary of current knowledge about the subject matter of each KIQ should be derived from publications such as NIEs, DIES, NSSM intelligence inputs, NIAMs and pertinent departmental publications.

2. Uncertainties and Differences. Statements of uncertainties and differences must be concise and explicitly set forth the basis, argumentation and alternative community interpretations which underlie important elements of the KIQ.

3. References. This listing should be limited to the principal existing products which set forth existing knowledge relating to the KIQ, i.e., the pertinent NIEs, DIES, NSSM intelligence inputs, NIAMs and departmental products. Reports intended for internal organizational use should not be referenced. Each entry should be in the following format:

- (1) Product Title
- (2) Classification of Product
- (3) Control Number
- (4) Publication Date
- (5) Originator (Agency/Component)

4. Information Deficiencies: The principal information deficiencies--not more than five--should be listed in order of importance. These statements must be explicit because they will be the primary basis for evaluation of the information gain in the post-performance report on each KIQ.

5. Pre-Performance Production Data: The prescribed format is to be used to identify the production agencies and respective components (offices and divisions) which have agreed to participate in analysis and/or production of finished intelligence (i.e., Estimates, Intelligence Memorandums, S&T studies, etc.) related to the subject matter of the specific KIQ. The general type of production planned for the performance period should be noted on the form.

SAMPLE

SECTION B: KIQ Baseline Report

KIQ Pre-Performance Collection/Processing Data

KIQ No: _____ Sensor or
Technique: _____

NIO : _____

KIQ Statement: _____

Preparing Officer: _____ Tel.No. _____

Preparing Organization: _____

	1	2	3
Deficiency	Tasking	Probability of Collection Hi-Lo-0	Impact on Collection/ Processing Activities Yes-No
1			
2			
3			
4			
5			

Amplifying Data

Row __, Column __: (Free text)

Row __, Column __: (Free text)

SECTION B--Pre-Performance Collection/Processing Data.

1. This data requirement is designed to identify the collection sensors and techniques (see list below) which might help answer the specified KIQ information deficiencies and to indicate which specific collection programs are to be tasked to collect against them. A separate entry should be made from the following list for each potential collector or technique.



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2. Each answer is keyed to the deficiency (row) to which it refers, and to the numbered column. Any answer may be amplified with free text in the Amplifying Data section of the data report.

Column 1--Tasking. The possible answers/entries are listed below. An entry signifies that the Program has agreed to collect against the specific KIQ/GAP.

Collection Programs

GDIP
CCP
CIAP
Special Activities Navy
Special Activities Air Force

Column 2--Probability of Collection. The possible answers to this question are (1) "0"; (2) "Lo"; and (3) "Hi." An entry of "0" indicates that there is no probability of collecting against the deficiency. If a "0" entry is made, no other entries on that line are required. If desired, an explanation may be entered in the Amplifying Data section. An entry of "Lo" indicates a probability less than 0.5, and "Hi" indicates probability above 0.5. These answers may be amplified as required.

Column 3--Impact on Collection/Processing. The possible answers are: (1) "Yes"; and (2) "No." An answer of "Yes" indicates that by conducting collection/processing against a deficiency, other planned collection/processing will be degraded seriously. If collection/processing against this deficiency was already planned, or can be worked into the existing plan, then "No" is the appropriate entry. If this entry is "Yes," then a description of what collection/processing will be cancelled or curtailed is required in the Amplifying Data section.

Amplifying Data. Amplifying data is any free text comment which the submitter makes concerning an entry on the format, whether optional or required. Each comment in the Amplifying Data section is preceded by the Row (1-5) and Column (1-3) to which it refers. The free text then follows.

Key Intelligence Questions Evaluation Process (KEP):

KIQ Performance Report Guidance and Instructions

Following are guidance sample forms and instructions for the KIQ Performance Report of the KEP.

The KIQ Performance Report consists of the following three sections:

Section A:

Part I: Information Gain Assessment and Product Identification

Part II: Relative Contribution of Collection Techniques

Part III: Production Data

Section B:

KIQ Post-Performance Collection/Processing Data

Section C:

Post-Performance Evaluation of User Satisfaction

(Section A must be completed prior to the completion of Sections B and C.) The information requested is to be completed by the designated National Intelligence Officer (NIO) in coordination with appropriate representatives from intelligence community agencies and organizations. The NIO will forward a copy of all inputs and the KIQ Performance Report to the DCI Intelligence Community Staff. The following instructions apply to Sections A, B, and C, of the KIQ Performance Report.

SAMPLE

KIQ Performance Report

SECTION A: KIQ Information Gain Assessment and Product Identification
(Part I)

KIQ No: _____

NIO : _____

KIQ Statement: _____

Preparing Officer: _____ Tel. No. _____

KIQ Information Gain Assessment and Product Identification

1. Statements of Gain

A. KIQ deficiency No. 1

(1) Degree of fulfillment (marginal, substantial, complete)

(2) Information gains in order of importance

(a) (Describe substance and identify collection techniques.)

(b) (Describe substance and identify collection techniques.)

(c) (Describe substance and identify collection techniques.)

(3) Uncertainties/differences arising or remaining

(a) (Describe)

(b) (Describe)

(c) (Describe)

B. KIQ deficiency No. 2
etc.

C. KIQ deficiency No. 3
etc.

D. KIQ deficiency No. 4
etc.

2. Deficiencies Which Remain

A. (Describe)

B. (Describe)

C. (Describe)

etc. (Describe)

SAMPLE

SECTION A: KIQ Performance Report and Production Data
(Part III)

KIQ No: _____

NIO : _____

KIQ Statement: _____

Preparing Officer: _____ Tel.No. _____

1	2	3	4	5	6	7	8	9
Producer	Product	Level of Effort \$ or %	Encountered Problems					
			Manpower	Skills	Methods	Processing	Lack of Raw Information	Other

Amplifying Data:

Row, Column: (Free text)

Row, Column: (Free text)

SECTION A: KIQ Information Gain Assessment and Product Identification.

This section contains four distinct elements. The first is the Statements of Gain which requires for each KIQ an explicit statement of (a) the degree of fulfillment accomplished during the performance period. (The only acceptable word entry here is a choice of, "marginal," "substantial," or "complete."); (b) a prose statement (or statements) of the substance of the gain with the identification of the collection technique (or techniques) which were responsible for the gain; (c) a prose statement of uncertainties/differences which remain, or arose, as a result of the gain.

The second part of the section, Deficiencies Which Remain, is a prose section in which the remaining information needs are explicitly identified for each KIQ.

The third part of Section A is the form entitled, "KIQ Performance Report: Relative Contribution of Collection Techniques." Having examined the information gain and identified the associated collector technique in the Statements of Gain, the requirement here is to provide a numerical judgment for each KIQ deficiency which describes the relative value of each collection technique to the total KIQ Gain. For example, assume that for a given KIQ a judgment was made that the information gain contributed by overhead imagery was about equal to the information gain contributed by COMINT. Assume further that no other sensors or techniques contributed to the information gain. In this example one would assign 50 points to overhead imagery and 50 points to COMINT. This means that the relative contribution of the two collection techniques were judged to be of equal value and that no other sensors or techniques contributed information gain to the particular KIQ.

The fourth part of Section A is a form entitled, KIQ Performance Report: Production Data. The following instructions apply to this form.

Column 1--Production. The first column of the Product Identification Form lists the production organizations (e.g., CIA/DI/OSR; DIA/DI/DI-3, etc.) which were identified in the Baseline Report as being committed to participating in the production of finished intelligence on the specific KIQ. Any other production unit not listed in the Baseline Report, but which devoted resources to the KIQ, should be included also.

An entry ("☒") in Column 2--Product indicates that some product was published by the organization in Column 1. In the Amplifying Data section, list the title of the product, product classification, and control number. If another production organization contributed to the published document, it should also be listed. (The contributing organization should be also listed in Column 1 and a separate line entry made for it.)

Column 3--Level of Effort. This entry may be either in dollars or percentage, and represents a management estimate of the total resources devoted by the Originator (from Column 1) to the specific KIQ. This figure may be obtained through a management accounting system or by estimating the share of total "effort" of the Originator devoted to the specific KIQ. In the former case, amplifying data must briefly describe how costs are measured (i.e., are only analytical manhours accounted for and other costs allocated on that basis?) In the latter case amplifying data must briefly describe how "effort" was estimated (i.e., on the basis of finished intelligence turned out, or on the basis of number of analysts assigned to the KIQ, etc.). Also the total resources of the Originator, to which the percentage may be applied, must be in the amplifying data.

Columns 4-9 refer to problems in the production organization which limited the response to a specific KIQ. Any column which is checked should be referenced and briefly described in the Amplifying Data Section.

Column 4--Manpower. A ("☒") entry indicates a lack of enough personnel to do a proper job. The Amplifying Data section should explain if the problem is in authorization, manning, excessive workload, or whatever other cause may exist. The problem should be sized and timed, i.e., how many people are needed and whether it is short term or chronic. The Amplifying Data section should provide details.

Column 5--Skills. A ("☒") indicates that even though people are available, not enough of them have the proper training and/or experience to do a complete job. The Amplifying Data section should provide the details.

Column 6--Methods. A ("☒") indicates that a particular analytical methodology is not sufficiently developed to exploit all the raw information which is available. The Amplifying Data section should describe the problem and estimate expected benefits if the methodology is developed.

Column 7--Processing. A ("✓") indicates that inputs which analysts received from the processing function are not adequate for analysis for this specific KIQ. The Amplifying Data section should be used to provide details of the deficiencies.

Column 8--Lack of Raw Information. A ("✓") indicates that production suffered from a lack of material to analyze. (Explain in detail in the Amplifying Data section.)

Column 9--Other. As with any entry in the Problem Areas columns, an entry here should be explained in the Amplifying Data section.

Amplifying Data. Amplifying Data is any comment which the submitter makes concerning an entry on the format, whether the comment is optional or required. It is free text and should be limited to 500 words or less. Each Amplifying Data comment is preceded by the Row (1-5) and Column (1-10) to which it refers. The free text then follows.

SAMPLE

KIQ Performance ReportSECTION B: KIQ Post-Performance Collection/Processing Data

KIQ No: _____ Collection Technique: _____

NIO : _____

KIQ Statement: _____

Preparing Officer: _____ Tel. No. _____

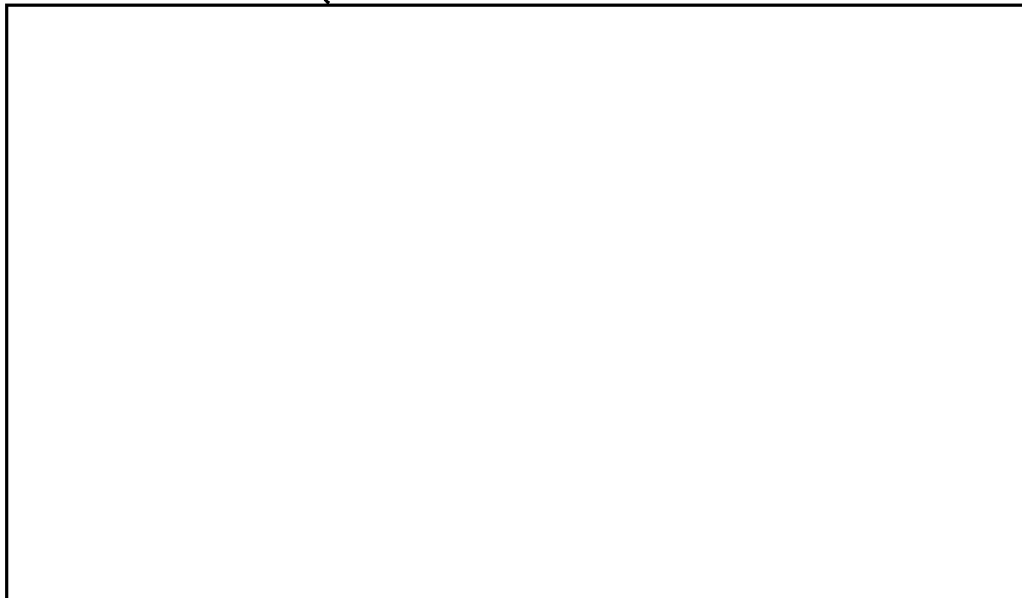
Preparing Organization: _____

	1	2	3	4	5	6	7	8	9	10
D e f i c i e n c y	Collection Accomplished	Impact on Collection	Level of Effort	Encountered Problems						
				Manpower	Skills	Equipment	Operating Factors	Target Environment	Processing Methods	Other
		Yes No	%	Coll Proc	Coll Proc	Coll Proc	Coll Proc	Coll	Proc	Coll Proc
1										
-										
-										
2										
-										
etc. for Nos 3,4,5										

KIQ Performance Report

SECTION B: KIQ Post-Performance Collection/Processing Data

This data element is designed to identify specific collection systems (by CIRIS Reporting Entity) which collected data against specified KIQ deficiencies, and to describe some of the characteristics of the collection effort(s). Separate forms for each collection sensor and activity should be prepared for each KIQ.



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This form solicits data concerning the collection techniques performance with respect to each KIQ, and specifically with respect to the deficiencies for that KIQ. Each answer is keyed to the deficiency to which it refers. Any structured answer may be amplified with free text in the Amplifying Data section of the data report.

Column 1--Collection Accomplished. This column identifies CIRIS Reporting Entities which collected information about each deficiency. (There may be several line entries for each, depending upon the number of entities which collected information.) The column entry should contain the CIRIS Reporting Entry number. The Amplifying Data section should include additional specificity, identifying collection system(s) beyond current CIRIS Reporting Entities for CIAP and GDIP.

Column 2--Impact on Collection/Processing. The possible entries are: (1) "Yes," and (2) "No." An answer of "Yes" indicates that by conducting collection/processing against

this deficiency, other on-going or planned collection/processing was degraded. If collection/processing against this deficiency was already in progress, or was worked into existing plans without degradation of present commitments "No" is the appropriate entry. If this entry is "Yes," a description of what was cancelled or curtailed and the impact on current tasking is required in the Amplifying Data section.

Column 3--Level of Effort. The entry in this column may be either in dollars or percentage, and represents a management estimate of the organizational resources devoted by the Reporting Entity (from Column 1) to the specific deficiency. This figure may be obtained either through a management accounting system, or by estimating the share of total "effort" of the Reporting Entity devoted to the specific deficiency. In the former case, amplifying data must describe how costs are allocated to targets, and what portion of the Reporting Entity's total resources in CIRIS are allocated to targets. In the latter case, the estimated percentage should answer the question, "Of all the things the Reporting Entity was doing or could have done, what proportion was devoted to the specific deficiency?" In the Amplifying Data section, a brief description of the rationale for this estimate must be given.

Columns 4-10--Encountered Problems. These columns are intended to identify the problems which limited the success of collection, including associated processing. Any column may be left blank, but if an entry is made, it must be amplified in the Amplifying Data section. Unless otherwise noted, the possible entries in each column are: (1) Coll; and (2) Proc., signifying Collection and Processing, respectively. Both entries may be made in the same column.

Column 4--Manpower. An entry indicates the lack of enough personnel to do a proper job. The Amplifying Data section should explain if the problem is in authorization, manning, excessive workload or whatever other cause may exist. The problem should be sized and timed, i.e., how many people were needed and whether the problem was short term or chronic

Column 5--Skills. An entry indicates that, while enough people were available, not enough of them had the proper training and/or experience to do a complete job. The Amplifying Data section should describe the situation.

Column 6--Equipment. An entry indicates that existing equipment was inadequate in capability or quantity, and that this inadequacy directly affected the response to the KIQ. The Amplifying Data section should identify the equipment, the nature of the inadequacy, and how it affected the response.

Column 7--Operating Factors. An entry indicates that collection or processing techniques were limited by such factors as scheduling platforms, transmission delays, weather, etc. and that such limitations seriously affected the response to this particular KIQ. The Amplifying Data section should describe the problem.

Column 8--Target Environment. This column refers only to Collection. The purpose of the column is to indicate if research is needed to improve collection techniques and/or sensors. Explain what information about the KIQ was beyond collection capabilities. The Amplifying Data section should describe the nature of the shielding and the potential information gain if the shielding could be penetrated.

Column 9--Processing Methodology. This column refers only to Processing. The purpose of the column is to indicate if research or development is needed to improve the analysis or interpretation of collected data. The Amplifying Data section should describe the problem and indicate how response to this KIQ is limited by it.

Column 10--Other. The column may refer to either Collection or Processing, or both. The Amplifying Data section should specifically describe the problem.

Amplifying Data. Amplifying data is any comment which the submitter makes concerning an entry on the format, whether the comment is optional or required. It is free text and should be limited to 500 words or less. Each Amplifying Data comment is preceded by the Row (1-5) and Column (1-10) to which it refers. The free text then follows, and should be limited to 500 words or less.

SAMPLE

KIQ Performance Report

SECTION C: Evaluation of User Satisfaction

KIQ No: _____

NIO : _____

KIQ Statement: _____

Preparing Officer: _____ Tel.No. _____

	1	2	3
	Helped to Identify Decision and/or Policy Options	Contributed to the Selection of a Preferred Policy Option	Answered KIQ
1. Crucial*			
2. Important*			
3. Useful*			
4. No Value*			

*Crucial = 67% to 100%; * Important - 34% to 66%

*Useful = 0% to 33% ; * No Value = 0%

	4	5
	Yes	No
5. Increased understanding		
6. Provided new basic knowledge		
7. Updated information base		
8. Confirmed previous knowledge		
9. Did not contribute in any way		

Amplifying Data:

Approved For Release 2005/03/30 : CIA-RDP80M01082A000800140043-6

Row, Column: (free text)

Row, Column: (free text) -26-

SECTION C: Post-Performance Evaluation of User Satisfaction

The purpose of this data is to provide a measure of user satisfaction with the community's product output related to a given KIQ. The form is to be completed by placing "✓" in the appropriate boxes. Amplifying data is any comment which the submitter makes concerning an entry.